



G R E S H A M
S M I T H A N D
P A R T N E R S

February 16, 2010

Ms. Leslie Goldsmith
Iowa Department of Natural Resources
Wallace State Office Building
502 East Ninth Street
Des Moines, IA 50319

**Subject: EMS Pilot Program
Progress Report for SWAP Advisory Council**

Dear Ms. Goldsmith:

Gresham, Smith and Partners (GS&P) has prepared this report to update the SWAP Advisory Council on the progress made on the Environmental Management System Pilot Program through February 5, 2010.

1. Assignments from Council

- a) Contact ICLEI regarding the potential to use the ICLEI software tool to conduct baseline greenhouse gas inventories for the Pilots.
- b) Receive feedback on the next grant application from the Pilots during the First Quarterly meeting.

2. Pilot Progress

- a) GS&P conducted monthly conference calls with the Pilots on January 11, 2010 and January 22, 2010.
- b) Each Pilot posted their list of Objectives and Targets by January 15, 2010.
- c) Some Pilots have developed Action Plans along with the Objectives and Targets. The Action Plans are the individual steps that need to be taken to achieve the Objectives and Targets. The Action Plans include assignment of staff responsibilities and due dates.
- d) A site visit was conducted with one Pilot on January 27, 2010.
- e) All Pilots participated in the First Quarterly meeting in Davenport on January 26, 2010. New EMS topics covered in the meeting included:
 - i) Activities and Impacts – Each Pilot will identify and document the activities and associated environmental impacts for their operations. The Pilots will



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then develop a process to rank these environmental impacts from highest to lowest importance. The highest ranking environmental impacts are considered Significant Impacts.

- ii) Legal and Other Requirements – Each Pilot will identify and document the environmental and health and safety legal requirements affecting their operation. They will also identify any voluntary commitments subscribed to by the organization such as EPA's Energy Star Program.

f) The following assignments were made:

Task	Deliverable	Due Date
Develop Action Plan based on Objectives and Targets. Identify key resources and additional needs.	Written Action Plan added to Objectives and Targets List	02/25/10
Identify Legal and Other Requirements	Legal and Other Requirements List	04/01/10
Identify Environmental Activities and Impacts	Impacts List (including Significant Impacts)	04/15/10
Quarterly Meeting	Attendance	04/27/10

3. Accomplishments and Hurdles

- a) GS&P continued to provide EMS resources and example materials through the project website. Pilots used the website to communicate, find resources and upload their deliverables.
- b) To date, all Pilots have uploaded their homework assignments on time or ahead of schedule.
- c) GS&P prepared for and delivered the First Quarterly Meeting with Pilots in Davenport, Iowa on January 26, 2010. The local news media attended and aired a news segment about the Iowa EMS Pilot Program. Concerns raised at the Quarterly Meeting are summarized below:
 - i) Pilots found it challenging to develop scoring criteria which incorporate the six plan components in HF 2570.
 - ii) Pilots felt overwhelmed by the task of developing the Activities List. GS&P will coach the Pilots to help ease the burden and clarify how much detail is necessary.
- d) The Pilots felt the staff effort to develop EMS is more than expected. There was a suggestion for the Pilots to track hours to inform Council and future EMS designees. GS&P will upload a tracking sheet for each pilot to track hours.



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- e) GS&P conducted a site visit with one of the Pilots, providing assistance in developing the Activities and Impacts list as well as developing significance criteria and scoring methods.
- f) One Pilot has begun a strategic internal communication plan about the EMS, including staff meetings, “toolbox talks” and on-site posters.

4. Lessons Learned and Noteworthy Experiences

- a) GS&P prepared template documents for Activities and Impacts, Objectives and Targets, and Legal and Other Requirements, which Pilots can use and customize to their needs.
- b) The Pilots identified two collaborative projects, Greenhouse Gas Emissions Inventory and Legal Requirements Software, to seek grant funding from Council.
- c) The site visit with one of the Pilots was very useful to provide guidance on developing the Activities and Impacts list and the significance criteria. Having GS&P on-site helped to further explain the process.
- d) The Pilots felt it important to attend the Council meetings and share their experiences and viewpoints.
- e) The Pilots received valuable feedback from their staff when communicating about the EMS development. One Pilot is actively engaging staff to develop action plans. One method was to provide cameras for staff to use to identify activities with environmental impacts.
- f) EMS development is itself a continual improvement process. There is a lot to accomplish in the first year so Pilots should strive not for perfection, but to make progress.

5. Problems, Schedule Impacts and Other Significant Issues

- a) None to report.



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Please contact me if you have any questions regarding this report or the services described herein.

Sincerely,

A handwritten signature in black ink, reading "Laura Fiffick". The signature is written in a cursive, flowing style.

Laura Fiffick, P.G.
Project Manager
Gresham, Smith and Partners

Copy Sara Bixby—Council
 Becky Jolly – Iowa DNR
 Tom Dietrich—GS&P